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THE DIRECTOR OF CENTRAL INTELLIGENCE

PRM-11
Official

WASHINGTON, D. C. 20505

Intelligence Community Staff

14 March 1977

ICS 77-2125/a

MEMORANDUM FOR: See Distribution

FROM :

[REDACTED]
Director of Performance Evaluation
and Improvement

SUBJECT : Redraft of PRM-11/Part 2 Outline

1. Here is a quick redraft and expansion of the PRM-11/Part 2 outline responsive (I hope) to the rump working group discussion we had on 14 March 1977. If this version (or something like it) holds up, I think we can start putting pieces together. Please note that length of the outline does not necessarily indicate length of the section.

2. Please comment by noon, 16 March 1977.

Attachment:
ICS 77-2125



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Outline PRM 11 Part 2

ICS 77-2125
14 March Revision

The Role of the DCI:
Responsibilities, Authorities and Problems

Purpose

To develop a thorough but brief description and analysis of the role of the DCI, including identification and critique of problem areas.

Scope and Emphasis

The study will consider all DCI roles, but will emphasize a) DCI interaction with other departments, especially DoD and State, and b) issues where DCI responsibilities and powers appear to be out of balance.

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Outline

I. Introduction

- A. Historical retrospect
- B. How management structure does and does not affect performance
- C. The organizational setting: a brief description

II. Intelligence responsibilities and authorities of the DCI, the Secretary of Defense, the Secretary of State, and others

- A. Statutory
- B. Executive Order
- C. Recent Congressional directives and mandates
- D. De facto roles

III. DCI Responsibilities and Authorities as Head of CIA

- A. Executive management
 - Production
 - Collection
 - R&D Activities
 - Covert Action
- B. Managing CIA in the Intelligence Community
 - Services of common concern
 - Dependence on other departments

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- IV. The DCI as Producer of National Intelligence
 - A. What is national intelligence?
 - B. Establishing user needs
 - C. NIEs and the National Estimates process
 - D. Current national intelligence
 - E. Evaluating product quality
- V. The DCI as the President's Foreign Intelligence Advisor
 - A. Spokesman on substance
 - B. Spokesman on operations
 - C. Spokesman on NFIP and budget
 - D. Crisis advisor and policy participant
 - E. Advisor to President and advisor to Congress?
- VI. The DCI as Intelligence Community Leader
 - A. General: A large role in flux
 - B. Community Mechanisms of the DCI
 - NFIB
 - NIOs
 - Intelligence Community Staff
 - Collection Committees
 - Product Committees
 - The DCI Planning System (Perspectives, DCID 1/2, etc.)
 - CIA elements of common concern
 - PRC (CFI)

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- C. Community Mechanisms affecting the DCI
 - NSC level (e.g., PRC-PRMs, SCC, NSC semi-annual review)
 - DoD mechanisms (e.g., DDI-ASD(I), program-budget process)
 - State mechanisms (e.g., Mode process)
- D. Management Problems of Collection, Processing, Analysis, Production
 - Setting priorities and requirements
 - Tasking and operational controls
 - Producing national intelligence
 - Meeting departmental product needs
 - Net assessment
 - I&W and crisis support
 - The national-tactical problem
 - The peace-war dichotomy
 - Compartmentation and dissemination
 - Performance evaluation
- E. Management Problems of Programming and Budgeting
 - Planning and Requirements: Do needs or capabilities drive programs?
 - Programming and Budgeting: The process of deciding
 - Programming and Budgeting: The process of defending to OMB, President, Congress
 - Intelligence Related Activities
 - Data, access, and authority

VII. Other DCI Roles

- A. As protector of sources and methods
- B. As guarantor of propriety
- C. As counterintelligence participant
- D. As public spokesman
- E. Foreign Liaison

VII. Conclusions

MEMORANDUM FOR:

*Looks like a comprehensive,
well structured outline.*

*I've flagged the separate
identification of analysis &
production as a possible
problem (we've already run into it--
Admiral Turner wanted costs of
each stated separately).*

*was concerned about
the sequence of DCI rolls*

Date

FORM 5-75 101 USE PREVIOUS EDITIONS

TRANSMITTAL SLIP

DATE
3/14/77

TO:

D/OPBD/ICS *W*

ROOM NO.

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REMARKS:



*The role as Intel Community
Funder ~~is~~ is held far down
the list as is "PRC(CFI).
Not also the use
of analysis and production.*

FROM:

D/OPEI/ICS

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FORM NO. 241

REPLACES FORM 36-8